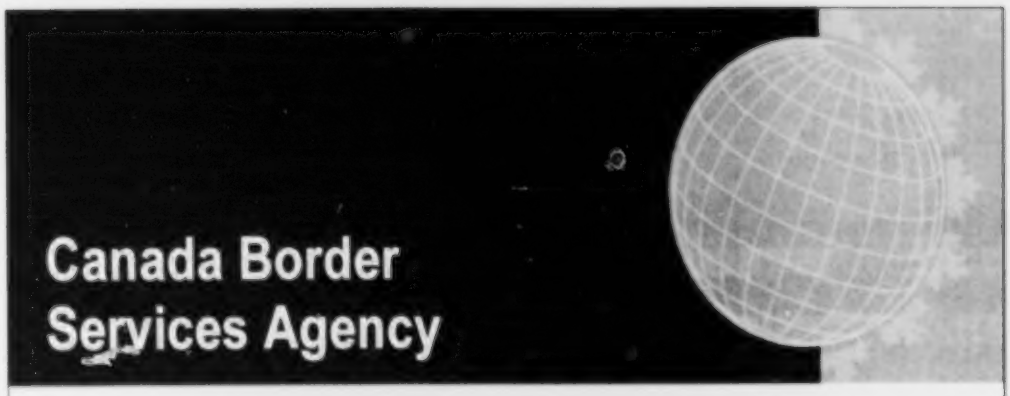

Part III – Report on Plans and Priorities

2008–2009
Estimates

The Honourable Stockwell Day, P.C., M.P.
Minister of Public Safety

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SECTION I — OVERVIEW

MINISTER'S MESSAGE

The Honourable Stockwell Day, P.C., M.P.
Minister of Public Safety

As Minister of Public Safety, I am pleased to present to Parliament the Report on Plans and Priorities for the Canada Border Services Agency (CBSA).

Over the past two years, the Government of Canada has made public security a top priority. The Public Safety portfolio encompasses federal organizations that deal with national security, emergency management, law enforcement, corrections, crime prevention and border management, resulting in a more concerted and integrated effort to ensure Canadians' health, safety and security.

The Government has placed particular emphasis on developing a smart, secure border that protects our communities while also facilitating trade, travel and migration, which in turn fosters our economic prosperity and social values. Of particular importance is our long-standing cooperation with the United States on border issues and initiatives to secure our shared border and to optimize Canadian access to the U.S. market. Canada is committed to working with the United States to ensure that its border policies — such as the Western Hemisphere Travel Initiative — are implemented as smoothly as possible and continue to facilitate trade and legitimate travel by our citizens.

In order to enhance the security of our border, the Government has also provided the resources to arm CBSA officers and eliminate work-alone situations. More than 250 armed officers are now trained and deployed, and this initiative will continue to be a top priority for the Government.

A secure, yet accessible border promotes Canada as a welcoming nation and a haven for those seeking a new and better life. But just as we open our border to legitimate immigrants and refugees, we must ensure the integrity of the system and close our doors to people who pose a threat to our national security and to the safety of our communities.

We will therefore continue to prioritize the removal of inadmissible individuals, especially those involved in criminality.

I have always believed that a safe, secure border depends most decisively on the quality of our people. I see the successes of CBSA employees every day, and I am continually impressed with the dedication and professionalism they bring to the public service. Every one of them is instrumental in protecting Canada's border, in keeping our communities safe and in maintaining Canada's open and prosperous economy. Their commitment further motivates me to ensure they have the support and resources required to do their job.

The Honourable Stockwell Day, P.C., M.P.
Minister of Public Safety

PRESIDENT'S MESSAGE

Alain Jolicoeur
President, Canada Border Services Agency

The border plays a critical role in ensuring both the security and prosperity of Canada: in managing the border, the Canada Border Services Agency (CBSA) must be vigilant against dangerous people and goods, yet we must also ensure the border is a gateway to prosperity.

Since the Government of Canada adopted the integrated border management model in December 2003 and established the CBSA, we have made significant progress. The CBSA has gone a long way toward the full integration of our programs, both at home and abroad. And we continue to achieve progress in putting in place a sophisticated border management regime with a scientific approach to risk assessment that achieves an appropriate balance between security and the economy. We are confident that our people and processes make Canada's border among the safest and most efficient in the world.

We are on the right track, our border is both more secure and more efficient than it was in 2003, but much work remains to be done. We face a wide and diverse range of challenging tasks for 2008–2009. Together, these will continue to transform and further modernize Canada's border management. In particular, the Agency will concentrate on strengthening our risk-management practices and integrating our existing strategies, processes and tools into a comprehensive risk-management framework. We will also focus on measures to accelerate the recruitment and training of border services officers and to ensure our employees have the support they need to fulfill their responsibilities.

The CBSA is facing increasing requests for border services beyond the level its resource base can support. The CBSA has also endured resource shortfalls in both its corporate and program capacities. The 2008 Budget included funding to address a range of financial pressures and it will help provide stability to the Agency in the short term. We have conducted an extensive review of our resource requirements and

consultations with stakeholders on options to address requests for additional services. We are working to ensure the proper allocation of resources required to respond to these challenges.

Our plans rely on employees who display professionalism, respect and integrity in serving the public. Every day I am impressed by the way in which our employees perform their duties, often under difficult circumstances. I look forward to working together to address our challenges in the year to come.

Alain Jolicoeur
President, Canada Border Services Agency

MANAGEMENT REPRESENTATION STATEMENT

I submit for tabling in Parliament, the 2008–2009 Report on Plans and Priorities for the Canada Border Services Agency.

This document has been prepared based on the reporting principles contained in the *Guide to the Preparation of Part III of the 2008–2009 Estimates: Reports on Plans and Priorities and Departmental Performance Reports:*

- It adheres to the specific reporting requirements outlined in the Treasury Board of Canada Secretariat guidelines;
- It is based on the Agency's strategic outcome and program activities that were approved by Treasury Board;
- It presents consistent, comprehensive, balanced and reliable information;
- It provides a basis of accountability for the results achieved with the resources and authorities entrusted to it; and
- It reports finances based on approved planned spending numbers from the Treasury Board of Canada Secretariat.

Alain Jolicoeur
President, Canada Border Services Agency

RAISON D'ÊTRE

Who We Are

The Canada Border Services Agency (CBSA) is responsible for border management that contributes to the safety and security of Canada and facilitates the flow of persons and goods, thereby contributing to Canada's prosperity. Created in December 2003, the CBSA is an integral part of the Public Safety portfolio, which was established to protect Canadians and maintain a peaceful and safe society.

The CBSA applies innovative approaches to border management and consistently develops and maintains strong partnerships domestically and internationally.

Through active monitoring and mitigation of ongoing risks, the CBSA aims to ensure that Canadians are protected from threats to public safety and health and from crime and terrorism, while keeping the border open to legitimate travel and commerce.

Table 1.1: The CBSA's Mandate, Mission and Values

MANDATE
The Agency is responsible for providing integrated border services that support national security and public safety priorities and facilitate the free flow of persons and goods, including animals and plants, that meet all of the requirements under the program legislation.

Mission	Values
To ensure the security and prosperity of Canada by managing the access of people and goods to and from Canada.	• Integrity • Respect • Professionalism

What We Do

While providing Canadians with integrated border services, the CBSA constantly identifies, analyzes and mitigates risk. Agency employees make thousands of real-time decisions every day that directly affect the security and prosperity of Canadians. In order to provide Canadians with effective and efficient border services, the CBSA collaborates with both domestic and international partners in areas as diverse as law enforcement, security, trade facilitation, immigration and public health.

To improve the delivery of border services, the CBSA constantly strives to "push the border out" by checking people and goods before they reach Canada. This includes screening people and goods in advance, and screening and gathering intelligence at various points along the travel continuum: upon departure, in transit and upon arrival.

The CBSA carries out its responsibilities with a workforce of approximately 13,000 employees, including over 7,200 uniformed CBSA officers who provide services at approximately 1,200 points across Canada and at 39 international locations.

The CBSA manages 119 land-border crossings and operates at 13 international airports. Of these land-border crossings, 61 operate on a 24/7 basis, as well as 10 of the international airports. Officers carry out marine operations at major ports, the largest being Halifax, Montréal and Vancouver, and at numerous marinas and reporting stations. Officers also perform operations at 27 rail sites. The CBSA processes and examines international mail at three mail processing centres in Vancouver, Toronto and Montréal.

The CBSA administers more than 90 acts, regulations and international agreements, many on behalf of other federal departments and agencies, the provinces and the territories. The Agency's legislative, regulatory and partnership responsibilities include the following:

- administering legislation that governs the admissibility of people and goods, plants and animals into and out of Canada;
- detaining those people who may pose a threat to Canada;
- removing people who are inadmissible to Canada, including those involved in terrorism, organized crime, war crimes or crimes against humanity;
- interdicting illegal goods entering or leaving the country;
- protecting food safety, plant and animal health, and Canada's resource base;

- promoting Canadian business and economic benefits by administering trade legislation and trade agreements to meet Canada's international obligations;
- enforcing trade remedies that help protect Canadian industry from the injurious effects of dumped and subsidized imported goods;
- administering a fair and impartial redress mechanism;
- promoting Canadian interests in various international forums and with international organizations; and
- collecting applicable duties and taxes on imported goods.

Benefits to Canadians

The *Canada Border Services Agency Act* gives the CBSA the mandate to provide integrated border services that support national security and public safety priorities and facilitate the free flow of persons and goods, including animals and plants, that meet all of the requirements under the program legislation.

The CBSA is a key federal partner in protecting Canadians from threats to public safety and health. To ensure that the border remains open to low-risk travel and commerce and closed to crime and terrorism, the CBSA works cooperatively with its North American counterparts in implementing a border strategy that relies on technology, advance information and sophisticated, integrated border management programs. The CBSA dedicates significant effort and resources to the development of cutting-edge technological solutions. The CBSA also invests in business continuity planning to ensure that the border stays open in the event of any emergency, such as a power failure, natural disaster or health or human crisis.

The collection of import duties and taxes represents an important function for the CBSA. Revenue collection by the CBSA is significant, with an average daily collection of $10.1 million in import duties, $58.3 million in goods and services tax/harmonized sales tax (GST/HST) and various excise duties, taxes and liquor-board fees. In total these revenues account for over $26 billion a year.

Examples of Acts Administered by the CBSA

Table 1.2: Acts Administered by the CBSA

• *Customs Act*	• *Excise Act*	• *Food and Drugs Act*	• *Criminal Code*
• *Customs Tariff*	• *Excise Tax Act*	• *Plant Protection Act*	• *Citizenship Act*
• *Immigration and Refugee Protection Act*	• *Export and Import Permits Act*	• *Health of Animals Act*	• *Proceeds of Crime (Money Laundering) and Terrorist Financing Act*

Partners and Stakeholders

The Canada Border Services Advisory Committee (CBSAC) provides independent advice and serves as a sounding board on major trends and developments that may affect the management of Canada's border, as well as on the priorities, business and operations of the CBSA. The CBSAC, which meets annually, comprises some 22 stakeholders representing the private sector, the immigration community, travellers, the general public and academia. Two sub-committees of the CBSAC, one to address matters affecting travellers and one to discuss issues relevant to the trade community, each meet twice yearly.

The CBSA is committed to consulting Canadian commercial stakeholders on the strategies, policies, operational programs and administrative procedures that govern and affect Canada's commercial trade. In support of this commitment, the Border Commercial Consultative Committee (BCCC) provides CBSA officials and commercial stakeholders with a forum for dialogue on Canada's border operations. The BCCC meets three times a year and is composed of 27 of the CBSA's major private-sector stakeholder organizations.

Given the nature of its work, the CBSA is involved with many government departments and agencies at home and abroad. Minimizing risk and maximizing security and economic advantages depend in part on reliable and timely interaction with partners and stakeholders in Canada. In collaboration with its portfolio partners, in particular, Public Safety Canada, the RCMP, the Canadian Security Intelligence Service and the Correctional Service of Canada, the CBSA contributes to the health, security and economic prosperity of Canadians.

The CBSA works closely with Citizenship and Immigration Canada (CIC), one of its key strategic partners. The CBSA and CIC support each other in the delivery of Canada's immigration program. This collaborative working relationship ensures that the objectives of the *Immigration and Refugee Protection Act* are met, and that Canada's immigration program is administered in line with the objectives of the Government of Canada. As well, the CBSA provides a variety of enforcement and intelligence operations to CIC to ensure that persons wishing to enter Canada are legitimately admissible and pose no security risk to Canada and its citizens. In 2008–2009, the CBSA will continue to work with CIC and Foreign Affairs and International Trade Canada to support its employees abroad and to provide assistance to CIC's visa officers abroad.

The CBSA has strong partnerships with the Department of Finance and the Canada Revenue Agency (CRA) on matters relating to the collection and reporting of the GST/HST and other revenues. The CRA is also one of the CBSA's major service providers with respect to the revenue and IT infrastructure

systems that support the CBSA's operations. The CBSA maintains a close working relationship with the Department of Finance regarding Agency resources and the administration of trade legislation such as the *Customs Tariff* and the *Special Import Measures Act*.

The CBSA works on increasing cooperation and relationship building with government departments, such as Foreign Affairs and International Trade Canada, Health Canada and Transport Canada, to address major terrorist, pandemic and other human or national security risks. Dependable and timely communications with partners and stakeholders are key to minimizing risk and maximizing economic advantages for Canadians.

Negotiating and implementing key agreements and arrangements with strategic international partners is essential to enhance the CBSA's awareness and knowledge of international issues of strategic value. These arrangements also help the CBSA to prevent, investigate and combat border offences, and to facilitate information exchange and cooperation on critical global issues such as trade and security.

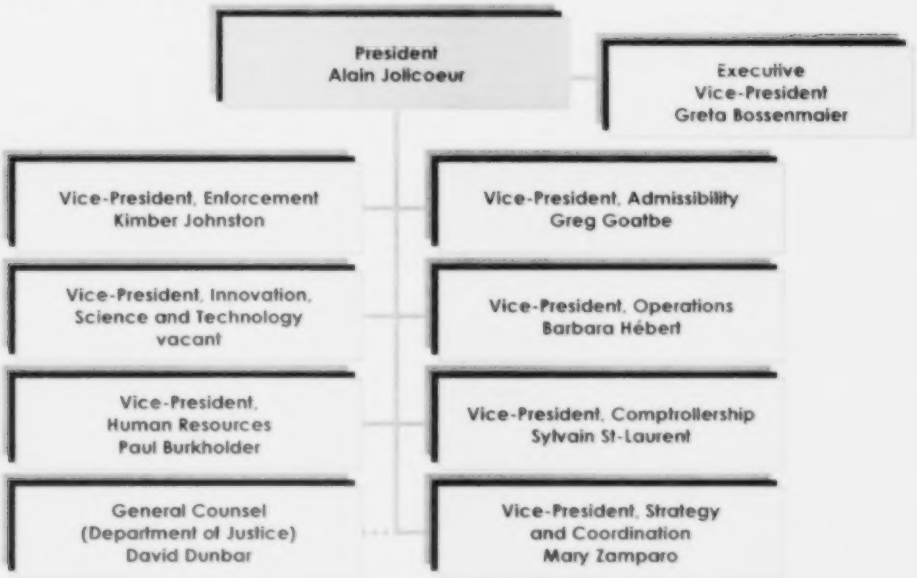
The CBSA recognizes that border management evolves through the development and implementation of multilaterally accepted rules and standards. By consistently developing its international presence and building strong networks and partnerships, the Agency is able to "push the border out," enhance its targeting and risk-management practices and engage in outreach activities that contribute to the delivery of the CBSA's mandate.

At the bilateral level, the Agency works to foster closer ties with a number of partners by pursuing alliances and advancing shared agendas, administering existing operational arrangements and developing new ones, and negotiating customs mutual assistance agreements.

At the multilateral level, the CBSA works within the institutions that are most effective in advancing Canada's interests and in which the CBSA can maximize its influence and contributions, namely the G8, the World Customs Organization, the Four Country Conference (which deals with immigration enforcement issues), the Asia-Pacific Economic Cooperation, the World Trade Organization, the International Air Transport Association, the International Civil Aviation Organization and the Intergovernmental Consultations on Asylum, Refugee and Migration Policies in Europe, North America and Australia.

Organizational Information

Figure 1.1: The CBSA's Organizational Chart



The CBSA is organized into seven branches. Each one is headed by a vice-president, who reports directly to the President. The Executive Vice-President provides support to the President and concentrates on the leadership of the Agency's program and operational management, as well as on the management of financial resources and comptrollership.

Operations are delivered in eight regions: Atlantic, Quebec, Northern Ontario, Greater Toronto Area, Windsor–St. Clair, Niagara–Fort Erie, Prairies and Pacific. CBSA officers are also located in 39 points abroad.

The Admissibility and Enforcement branches develop the programs and policies that the Operations Branch delivers. The Innovation, Science and Technology Branch works with these branches to develop technological solutions to ensure that the CBSA maximizes its capacity to support effective and efficient operations, and manages the Agency's information technology (IT) relationship with the CRA.

Underpinning all of the CBSA's policy, program and operational work are the critical strategic and enabling functions that span the Strategy and Coordination, Human Resources and Comptrollership branches. The CBSA works closely with its Department of Justice Legal Services Unit to ensure the continuity of legal and litigation services and legal support for the CBSA and its service providers. Everything the CBSA does is focused on maximizing and supporting the performance of the front line.

VOTED AND STATUTORY ITEMS DISPLAYED IN THE MAIN ESTIMATES

Table 1.3: Voted and Statutory Items Displayed in the Main Estimates

(Thousands of dollars)

Vote or Statutory Item	Truncated Vote or Statutory Wording	**2008–2009 Main Estimates**	2007–2008 Main Estimates
10	Operating expenditures and contributions	**1,300,600**	1,242,329
15	Capital expenditures	**50,910**	52,819
(S)	Contributions to employee benefit plans	**143,632**	145,217
Total		**1,495,142**	**1,440,365**

The increase of $54.8 million in net funding for the CBSA is primarily related to the approved variation of resources from year to year related to the following items:

- the arming of CBSA officers and efforts to address work-alone situations ($57.0 million);
- the Canadian Experience Class immigration stream ($22.2 million);
- the Container Security Initiative — Harmonized Risk Scoring/Advance Trade Data ($4.4 million);
- the 2010 Olympic and Paralympic Winter Games in Vancouver/Whistler, British Columbia ($1.7 million); and
- the Enforcement Action Plan of the National Anti-Drug Strategy ($1.7 million).

The above increases are partially offset by the approved variation of resources from year to year related to the following items:

- the Security and Prosperity Partnership of North America initiatives (-$10.5 million);
- the Asia-Pacific Gateway and Corridor Initiative (-$10.3 million);
- the contribution of the CBSA to the government-wide Procurement Reform Initiative (-$8.7 million); and
- a reduction due to the cancellation of the Visitor Rebate Program (-$2.2 million).

Departmental Planned Spending Table and Full-time Equivalents

Table 1.4: The CBSA's Planned Spending and Full-time Equivalents

(Thousands of dollars)

	2007–2011			
	Forecast Spending 2007–2008	**Planned Spending 2008–2009**	Planned Spending 2009–2010	Planned Spending 2010–2011
Security	401,580	**473,183**	450,297	420,709
Access	677,708	**681,658**	685,944	628,198
Science- and Technology-based Innovation	378,787	**358,011**	344,008	318,931
Budgetary Main Estimates (gross)	1,458,075	**1,512,852**	1,480,249	1,367,838
Less: Respendable revenue	(17,710)	**(17,710)**	(17,710)	(17,710)
Total Main Estimates	**1,440,365**	**1,495,142**	**1,462,539**	**1,350,128**
Adjustments				
Carry forward from 2006–2007	172,869			
Supplementary Estimates				
Funding for screening and anti-fraud activities to support the Canadian Experience Class and the Temporary Foreign Worker Program within Canada's immigration system	5,875			
Funding related to government advertising programs	5,094			
Funding for the purpose of creating an independent automated revenue ledger for the agency, which is separate from the one currently being shared with the Canada Revenue Agency, in order to allow efficient, accurate and timely reporting of revenues	2,650			
Funding for the establishment of Electronic Primary Inspection Line booths at Vancouver International Airport as a pilot project for clearance of low-risk returning residents	2,348			
Funding to conduct a feasibility study to explore viable options to resolve the difficulties experienced in obtaining accurate, timely, complete and reliable financial information	2,070			
Funding in support of initiatives associated with the 2010 Olympic and Paralympic Winter Games in Vancouver and Whistler, British Columbia	1,941			
Funding for enhanced enforcement activities relating to the National Anti-Drug Strategy that are aimed at reducing the supply and demand for illicit drugs	1,264			
Funding for the evacuation of Canadian citizens from Lebanon	429			
Reinvestment of royalties from intellectual property	390			

Table 1.4 continued

(Thousands of dollars)

2007–2011				
	Forecast Spending 2007–2008	**Planned Spending 2008–2009**	Planned Spending 2009–2010	Planned Spending 2010–2011
Resources to enable departments to support the work of the internal inquiry	339			
Funding for activities that are essential to the continued implementation of the *Public Service Modernization Act*	309			
Funding related to the assessment, management and remediation of federal contaminated sites	131			
Funding for the implementation of the action plan to strengthen Canada's regulatory system and establish a Centre of Regulatory Expertise within the Treasury Board of Canada Secretariat	59			
Transfer from Infrastructure Canada for the Border Infrastructure Fund relating to investments in infrastructure to reduce border congestion	15,000			
Transfer from Citizenship and Immigration Canada to cover the costs associated with the creation of a new migration integrity officer position abroad	334			
Transfer from Transport Canada for public security initiatives	5			
Transfer to Foreign Affairs and International Trade Canada to provide support to departmental staff located at missions abroad	(1,135)			
Transfer to the Canada Public Service Agency to support the National Managers' Community	(111)			
Total Supplementary Estimates	**36,992**			
Other				
Pay list expenditures – TB Vote 23	19,121			
Employee benefit plans	1,453			
Collective agreements – TB Vote 15	1,224			
Internal audit – TB Vote 10	700			
Projected lapse	(206,976)			
Response to the Supreme Court of Canada decision on the bill to amend the *Immigration and Refugee Protection Act*		10,960	5,010	
Advertising campaign – Western Hemisphere Travel Initiative		2,650		
Electronic Primary Inspection Line		190		
Total Adjustments	**25,383**	**13,800**	**5,010**	**0**
Total planned spending[1]	1,465,748	**1,508,942**	1,467,549	1,350,128
Less: Non-respendable revenue	(46,008)	**(46,008)**	(46,008)	(46,008)
Plus: Cost of services received without charge	124,569	**126,810**	126,171	124,183
Total CBSA Spending	**1,544,309**	**1,589,744**	**1,547,712**	**1,428,303**
Full-time Equivalents	**13,097**	**13,726**	**13,738**	**12,925**

[1] Planned spending to the end of fiscal year 2007–2008 is $1,465 million. Compared with the spending authority of $1,672 million, the anticipated lapse of $207 million is mainly attributable to IT projects and real property projects.

Table 1.4 continued

Planned spending changes from 2008–2009 to 2009–2010

The planned spending decrease of $41.3 million is primarily related to the approved variation of resources from year to year related to the following items:

- the arming of CBSA officers and efforts to address work-alone situations (-$22.2 million);
- eManifest reporting (-$6.0 million);
- the bill to amend the *Immigration and Refugee Protection Act* (-$6.0 million);
- Passenger Name Record (PNR Push initiative) (-$4.5 million);
- the securing of Canada's air cargo transportation system (-$3.4 million);
- the Container Security Initiative – Harmonized Risk Scoring/Advance Trade Data (-$3.0 million);
- sunsetting funding for the advertising campaign related to the Western Hemisphere Travel Initiative (-$2.7 million); and
- the 2010 Olympic and Paralympic Winter Games in Vancouver and Whistler, British Columbia ($9.3 million).

Planned spending changes from 2009–2010 to 2010–2011

The planned spending decrease of $117.4 million is primarily related to the approved variation of resources from year to year related to the following items:

- the sunset of the Border Security Initiative (-$90.6 million), the War Crimes Program (-$6.7 million) and short-term immigration pressures (-$1.0 million);
- the 2010 Olympic and Paralympic Winter Games in Vancouver and Whistler, British Columbia (-$10.6 million);
- eManifest reporting (-$9.5 million);
- sunsetting funding related to the bill to amend the *Immigration and Refugee Protection Act* (-$5.0 million);
- sunsetting funding for the Asia-Pacific Gateway and Corridor Initiative (-$4.8 million); and
- the arming of CBSA officers and efforts to address work-alone situations ($7.6 million).

SUMMARY INFORMATION

Financial and Human Resources

Table 1.5: Financial and Human Resources

(Thousands of dollars)

Financial Resources		
2008–2009	2009–2010	2010–2011
1,508,942	1,467,549	1,350,128

(Full-time equivalents)

Human Resources		
2008–2009	2009–2010	2010–2011
13,726	13,738	12,925

Departmental Priorities

The following table lists the CBSA's priorities and provides an indication of where the Agency will devote a large portion of its time and resources over the planning period.

Table 1.6: Departmental Priorities

Strategic Outcome: Border management that contributes to the safety and security of Canada and facilitates the flow of persons and goods.		
Strategic Priorities 2008–2009	**Type**	**Expected Results**
1. Effective delivery of programs and services	Ongoing	The CBSA will increase its ability to identify and interdict people and goods of high or unknown risk, while expediting the flow of low-risk travellers and trade.
2. Innovating for the border of the future	Ongoing	The CBSA will develop and implement leading-edge border management processes and technologies that improve Canada's border security and economic prosperity.
3. Strong internal and external relationships	Ongoing	The CBSA will improve its capacity to work effectively with all its partners, stakeholders, clients and employees.
4. A modern management regime	Ongoing	The CBSA will practice results-based management, deliver value for money and monitor progress through regular assessments.

PROGRAM ACTIVITY ARCHITECTURE CROSSWALK

Departments that have received approval from Treasury Board to amend their strategic outcomes, program activities and/or program activity descriptions must provide a crosswalk that compares the old and new structures. The crosswalk provides information at the program activity level, as well as an explanation of when and why the restructuring took place.

Table 1.7: The CBSA's Program Activity Architecture Crosswalk

STRATEGIC OUTCOME	
2007–2008	**2008–2009**
Efficient and effective border management that contributes to the security and prosperity of Canada.	Border management that contributes to the safety and security of Canada and facilitates the flow of persons and goods.
Explanation of change: The strategic outcome was changed to reflect and align more effectively with the CBSA's mandate. The revised wording is more concrete and better accommodates the development and tracking of performance measures. The new strategic outcome will take effect on April 1, 2008.	

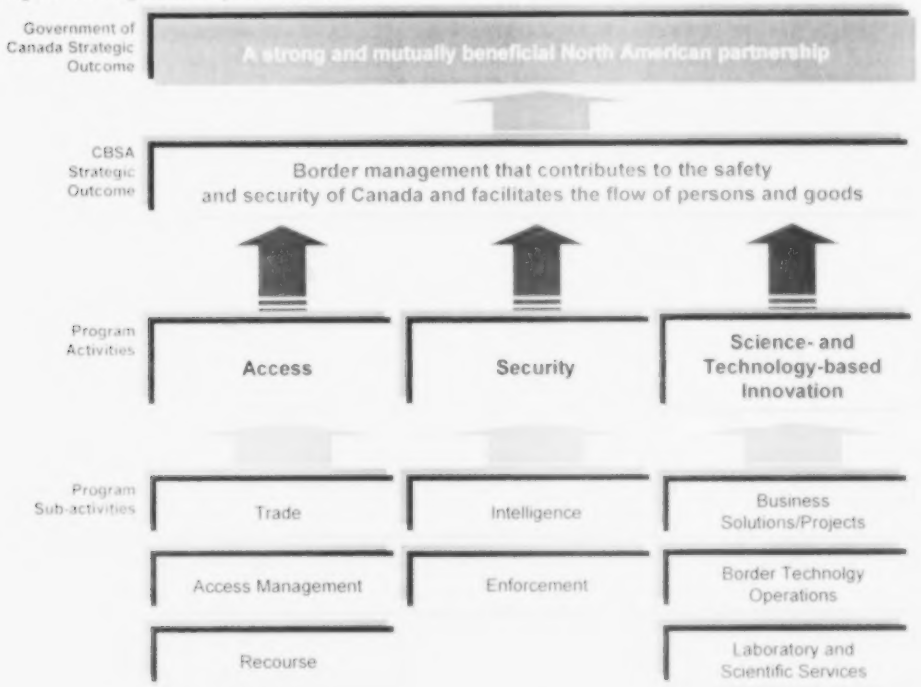
PROGRAM ACTIVITIES	
2007–2008	**2008–2009**
- Access - Security - Science- and Technology-based Innovation - Corporate Management and Direction	- Access - Security - Science- and Technology-based Innovation - Internal Services
Explanation of change: The Corporate Management and Direction program activity was changed to Internal Services in accordance with the Treasury Board of Canada Secretariat's *Management, Resources and Results Structure Policy*. Internal Services includes the 13 standard sub-activities that the policy requires all departments and agencies to adopt. This change will take effect on April 1, 2008.	

Program Activity Architecture

The CBSA has developed a Program Activity Architecture (PAA) to present the way in which the resources under the Agency's control are allocated and managed to achieve intended results. The PAA groups related program activities and links them logically to the Agency's strategic outcome. The PAA includes a performance measurement framework by which expected results and performance measures are linked to each activity and against which actual results are reported. This format establishes the structure for the display of the estimates, public accounts and parliamentary reporting, and it serves as the basis for resource allocation by Parliament, the Treasury Board of Canada Secretariat and departmental management.

Figure 1.2 presents the linkages between the CBSA's program activities and sub-activities, all of which contribute to the attainment of the Agency's strategic outcome and to the associated Government of Canada outcome area, namely a strong and mutually beneficial North American partnership. As the Agency is still relatively new, having been created less than five years ago, it must continue to validate, refine and improve upon its PAA with a view to the future. Managing for results is a continual learning process and over the next year, the CBSA will re-examine its PAA and modify it as required to ensure that this structure provides a proper description of the benefits and services the Agency delivers and an effective basis for program management and resource allocation.

Figure 1.2: Program Activity Architecture



The CBSA's strategic outcome also supports the Government of Canada's other outcome areas, namely safe and secure communities, and a fair and secure marketplace.

Program Activities by Strategic Outcome

In accordance with Treasury Board requirements, the CBSA has adopted a PAA that considers all activities undertaken by the Agency and provides a structure that aligns them with the CBSA's mandate. The PAA reflects the CBSA's operations and includes its strategic outcome and three program activities.[1]

Each of the three program activities has related sub-activities. The descriptions in the following pages provide context for understanding the CBSA's work and breadth of activities over the planning period. Within each program activity, specific programs or services are highlighted to illustrate the planned activities that the CBSA will undertake in the 2008–2009 fiscal year.

Table 1.8: Program Activity by Strategic Outcome

(Thousands of dollars)

Program Activities	Expected Results	Planned Spending			Contributes to the following CBSA strategic priorities
		2008–2009	2009–2010	2010–2011	
Strategic Outcome: Border management that contributes to the safety and security of Canada and facilitates the flow of persons and goods					
Access	The lawful flow of persons and goods is facilitated.	666,575	668,753	610,488	Priorities 1, 2 and 3
Security	Borders protected against potential threats to Canada's safety and security.	483,519	454,660	420,709	Priorities 1, 2 and 3
Science- and Technology-based Innovation	Innovative solutions contribute to the safety and security of Canada and facilitate the flow of persons and goods.	358,848	344,136	318,931	Priorities 1, 2, 3 and 4

[1] In keeping with Treasury Board of Canada Secretariat direction, the CBSA has not reported on the Internal Services program activity in this section. For more information on this program activity and its links to departmental priorities, see Section IV, Other Items of Interest.

DEPARTMENTAL PLANS AND PRIORITIES

The CBSA has developed a three-year strategic plan for 2008–2009 to 2010–2011. The plan identifies four priorities that support the CBSA's strategic outcome and includes a set of strategies to guide the Agency's activities for a three-year period. Outlined within each strategy are the activities that the Agency will undertake to make progress against each priority.

Table 1.9: Strategies and Priorities

STRATEGIC OUTCOME:	Border management that contributes to the safety and security of Canada and facilitates the flow of persons and goods.

Strategic Priority 1 **Effective delivery of programs and services**	
Strategies	**Expected Result**
• Build and maintain program expertise across the CBSA • Manage corporate and operational risks to ensure effective program delivery • Continue with the implementation of the Arming and Doubling-up initiatives	• The CBSA will increase its ability to identify and interdict people and goods of high or unknown risk, while expediting the flow of low-risk travellers and trade.

Strategic Priority 2 **Innovating for the border of the future**	
Strategy	**Expected Result**
• Improve service delivery through innovation	• The CBSA will develop and implement leading-edge border management processes and technologies that improve Canada's border security and economic prosperity.

Strategic Priority 3 **Strong internal and external relationships**	
Strategies	**Expected Result**
• Continue the development of an international strategy for the CBSA • Maintain and develop strong partnerships and relationships	• The CBSA will improve its capacity to work effectively with all its partners, stakeholders, clients and employees.

Strategic Priority 4 **A modern management regime**	
Strategies	**Expected Result**
• Continue to develop and implement the tools essential for managing a complex organization • Continue efforts to ensure that the CBSA's workplace is fair, enabling, healthy and safe	• The CBSA will practice results-based management, deliver value for money and monitor progress through regular assessments.

Delivering on CBSA Priorities

This 2008–2009 Report on Plans and Priorities (RPP) sets out an ambitious agenda of priorities and goals for the next three years. Throughout 2008–2009, the CBSA will move ahead with the activities outlined in this RPP that will help it advance its priorities and, ultimately, move the CBSA closer to its vision of "a smart border, a smart organization."

In fiscal year 2008–2009 and beyond, the CBSA will face significant pressures that will challenge its ability to fulfill its mandate, to advance its strategic plan and to ensure program integrity and sustainability. As well, while the CBSA has made progress to enhance its central corporate functions, sustaining such improvements and meeting the growing requirements for accountability and modern management will stretch limited resources even more.

In 2008–2009, the Agency will develop an Integrated Risk Management Framework (IRMF) as part of its effort to manage both enterprise and operational risks to ensure effective program delivery. The IRMF will include a compliance management plan to be phased in at the beginning of the 2008–2009 fiscal year. With a view to ultimately integrate risk-management and compliance activities into the CBSA's three business lines — people; goods; food, plants and animals — this framework will also include an analysis of the various risk-assessment tools currently in place. To support front-line staff, the Agency will continue implementation of the Arming Initiative, which includes the training and deployment of additional armed CBSA officers, and the Doubling-up Initiative, which involves eliminating work-alone situations.

While the CBSA received additional funds ($433 million over five years) in October 2005 to increase capacity at the border, this funding is set to expire in 2010–2011. Renewal of this funding will be considered in light of the results of a Treasury Board-mandated third-party resource review completed in 2007–2008. This review concluded that, in the future, if there are no adjustments, the CBSA resource base would be insufficient to fulfill its mandate. This recently completed review has provided insights into the challenges that the CBSA must overcome to carry out its core functions and responsibilities, while, at the same time, maintaining flexibility and building the capacity to move forward on its innovation agenda. The 2008 Budget identified new funds for the CBSA over the next two years; however, the CBSA still faces challenges in both corporate and program capability over the medium and long term.

In 2008–2009, the CBSA will continue to work with central agencies to develop a strategy for moving forward on the results of the review. Acting on the findings and recommendations of this review is of critical importance to ensure that the CBSA remains vital in the future and that its base resources are sufficient to contribute to the security and prosperity of Canadians.

Challenges

No nation, including Canada, can guarantee absolute safety against threats at the border. The CBSA processes an average of 95 million travellers every year and approves the entry of over $400 billion in imported goods annually. It is impossible to stop and check every individual and every piece of merchandise. Therefore, the Agency's focus must be on risk management.

The genesis of the CBSA was a rare occurrence in that it was created overnight by putting together pieces of three different organizations and providing the combined entity with a new mandate. Since its creation, the Agency has faced three central challenges: building the CBSA as an integrated border management organization; balancing the Agency's dual mandate of securing the border while facilitating trade; and engineering a risk-based border management regime for clearing people and goods.

Over the past four years, the CBSA has developed a robust and sophisticated border management regime with a scientific approach to risk assessment and detection. The CBSA's risk-management approach is multi-layered. The Agency's operations are based on three fundamental strategies:

- implementing pre-approval programs (e.g. the NEXUS and Free and Secure Trade [FAST] programs) to facilitate the movement of low-risk people and goods;
- using advance information (by means of such programs as the Advance Commercial Information [ACI] program and the Advance Passenger Information/Passenger Name Record [API/PNR] program) on what and who is coming to the border; and
- turning this information into intelligence using sophisticated science- and technology-based risk-assessment systems and employee expertise to identify people and goods of high and unknown risk.

While the CBSA is in the business of examining risk every day, an overall framework would be helpful to more systematically integrate into decision making the risks related to all activities within the Agency. The framework would also ensure that the necessary feedback loops are in place. To that end, an IRMF will be developed and presented to Agency management by the end of 2008–2009.

A key element of the IRMF, and one that will ultimately strengthen the management of many CBSA programs, will be improved targeting processes. Over 2008–2009, the Agency will take steps to ensure that targeters consistently document their referral decisions and the reasons for them, as well as the results of subsequent examinations. This will help to better link targeting decisions, including prescribed levels of examination, to identified levels of risk. A needs analysis to identify gaps in existing training and desired performance will also be conducted to improve on current targeter training and ensure greater nation-wide consistency in targeting processes.

The CBSA is now engaged in significant program initiatives that will further transform and modernize border management. The initiatives involve the following activities:

- deploying new science and technology (such as biometrics) for identifying trusted travellers and sophisticated technologies for detecting radiation, drugs, guns and other contraband and potentially dangerous goods (see Section II, Access and Science- and Technology-based Innovation);
- arming CBSA officers and eliminating situations where they are working alone (see Section II, Security);
- implementing the eManifest system, which will require advance electronic reporting and risk assessments for commercial shipments arriving at the border (see Section II, Science- and Technology-based Innovation); and
- working with the United States to ensure that the U.S. Western Hemisphere Travel Initiative is implemented as smoothly as possible and does not impede travel and cross-border trade (see Section II, Access).

SECTION II — ANALYSIS OF PROGRAM ACTIVITIES BY STRATEGIC OUTCOME

CANADA BORDER SERVICES AGENCY PLANS AND PRIORITIES

The CBSA's Program Activity Architecture (PAA) has one strategic outcome and three program activities.

Strategic Outcome

Border management that contributes to the safety and security of Canada and facilitates the flow of persons and goods.

Program Activities

This Report on Plans and Priorities (RPP) reflects the CBSA's efforts to plan and report in accordance with the *Management, Resources and Results Structure Policy*. The three program activities are Access, Security and Science- and Technology-based Innovation.

Table 2.1: The CBSA's Program Activity Architecture

STRATEGIC OUTCOME:	Border management that contributes to the safety and security of Canada and facilitates the flow of persons and goods.

Program Activity	Program Description	Expected Result
Access	Ensure the lawful flow of people and goods while promoting compliance with border legislation and regulations.	The lawful flow of people and goods is facilitated.
Security	Within the context of the government's security agenda, and through effective and efficient border management, ensure the safety and security of Canadians.	Borders protected against potential threats to Canada's safety and security.
Science- and Technology-based Innovation	Utilize the science and technology capacity of the Canada Border Services Agency to modernize border management and increase the effectiveness and efficiency of border operations.	Innovative solutions contribute to the safety and security of Canada and facilitate the flow of persons and goods.

PROGRAM ACTIVITY: ACCESS

The CBSA is responsible for providing integrated border services that support national security and public safety priorities and facilitate the free flow of persons and goods, including animals and plants, that meet all requirements under the program legislation. The Access program activity encompasses the CBSA functions that ensure the flow of lawful people and goods, promote compliance with border legislation and ensure a level playing field for legitimate trade and travel. These functions include the delivery of front-line operations, as well as policy direction and guidance related to the processing of people and goods at the border.

This program activity consists of three sub-activities: trade, access management and recourse, as outlined below.

Table 2.2: Access Program Activity

To ensure the lawful flow of people and goods while promoting compliance with border legislation and regulations.			
Sub-activities	**Trade** Develop and deliver national programs and policies relating to the administration of international trade agreements and domestic legislation with respect to trade in commercial goods.	**Access Management** Provide border services that facilitate the free movement of people and goods, including plants and animals, that comply with all requirements stemming from border legislation.	**Recourse** Develop and deliver the administrative review of CBSA decisions related to trade programs and enforcement sanctions.

Table 2.3: Access Program Activity — Financial and Human Resources

(Thousands of dollars)

Financial Resources		
2008–2009	**2009–2010**	**2010–2011**
666,575	668,753	610,488

(Full-time equivalents)

Human Resources		
2008–2009	**2009–2010**	**2010–2011**
8,135	8,189	7,681

The Access program activity encompasses regional border operations and headquarters (HQ) and support services involved in managing the access of people and goods into Canada. Given the importance of these activities to Canada's prosperity, the CBSA is constantly reviewing the operating environment and procedures to identify innovative ways of improving the processing of people and goods without compromising national security or public safety.

The CBSA will undertake several activities under the Access program activity in 2008–2009 that will support the priorities laid out in this RPP. The Agency will develop an Integrated Risk Management Framework (IRMF), which will include the design and initial implementation of a compliance management plan. The Agency will develop or enhance numerous commercial and traveller processing solutions, such as eManifest, Passenger Name Record (PNR) and enhanced driver's licences, to facilitate the processing of people and goods while enhancing border security. Finally, the CBSA will continue to collaborate closely with its domestic and international partners to ensure a fluid evolution of border management practices that facilitate the flow of legitimate travellers and goods across the border without sacrificing the border's security.

Sub-activity: Trade

One of the key elements of the CBSA's border management responsibilities is the administration of a facilitative and transparent trade program that supports the competitiveness of Canadian business. This includes the development and delivery of national programs and policies that guide the import and export trading community in the application of international trade agreements and domestic legislation with respect to commercial goods. In order to ensure and promote compliance with trade program requirements in the business community, the CBSA undertakes a wide range of client service and verification activities, including making advance rulings, reviewing tariff classifications, conducting valuation and origin reviews and audits, administering trade incentives, taking anti-dumping and countervailing actions, and collecting duties and taxes.

The CBSA supports Canada's trade agenda, most of which is governed by international agreements, by participating in international trade and customs committees. In these forums, the Agency advances Canadian interests and positions, and negotiates with its trading partners to ensure clarity and fairness in international trade. It also assists in the defence of Canadian interests against trade sanctions by foreign governments and encourages the removal of barriers to foreign markets.

Trade Agreements

In 2008–2009, the CBSA will continue negotiations toward free-trade agreements with the Hashemite Kingdom of Jordan, the Dominican Republic, the Caribbean Community and Colombia.

The CBSA will continue to provide support and expertise to Foreign Affairs and International Trade Canada and the Department of Finance in the negotiation of Canada's free-trade agreements and at World Trade Organization negotiations. The Agency will also work with these departments in the presentation and defence of Canada's position under international agreements and in any trade-dispute panels.

Compliance Measures and Awareness Tools

Throughout 2008–2009, the CBSA will conduct activities to address compliance issues related to all of its trade programs, in particular, tariff classification. A review of the compliance measurement process is underway to streamline and improve the quality of baseline compliance rates. A national monitoring program, to ensure compliance by importers who have been verified or who have received facilitation advice, is being developed for implementation in 2008–2009. Components of the compliance management system, a tool to assist officers in verification work, and a quality assurance program, under which verification officers monitor national consistency, were piloted in 2007–2008 and will gradually be implemented in 2008–2009 and 2009–2010.

One of the roles that the CBSA plays in facilitating legitimate travel and trade is educating the public in the areas of border legislation and non-compliance issues. In 2008–2009, the CBSA will continue its education and outreach efforts to inform the public of border legislative requirements, particularly as they relate to non-compliance issues. These activities will address both the traveller and commercial streams. They include information on specific programs, as well as general information for new importers.

Sub-activity: Access Management

The CBSA plays a critical role in providing border services that facilitate the free movement into Canada of low-risk people and goods, including plants and animals, that comply with all border legislation requirements. Programs like NEXUS and Free and Secure Trade (FAST) are designed to expedite the Canada–U.S. border clearance process for pre-approved travellers and eligible goods. Programs also aid in verifying trade compliance away from the border. Additional border services that facilitate the free flow of low-risk people and goods into Canada include the Canadian Passenger System (CANPASS), the Commercial

Driver Registration Program, the Customs Self Assessment (CSA) program and the Advance Commercial Information (ACI) program. In addition, the CBSA conducts compliance verification to ensure that the movement of people and goods is compliant with border legislation and related regulations.

Western Hemisphere Travel Initiative

The Western Hemisphere Travel Initiative (WHTI) is a new U.S. law now in place for air travel. This law will eventually require all Canadians (and Americans) to have a valid passport or other secure citizenship and identity documents when entering or re-entering the United States.

Recent U.S. legislation postponed the full implementation of the WHTI requirements at land and water points of entry until June 1, 2009. Throughout the 2008–2009 fiscal year, the CBSA will remain committed to working with its U.S. counterparts to ensure that Canada's response is coordinated and, ultimately, that the WHTI is implemented in a way that minimizes the effects on the economy and border communities of both countries.

Canada and the United States will continue to work together to identify alternative documents to the passport that could be used for border-crossing purposes. As part of this effort, the CBSA is supporting the implementation of enhanced driver's licences (EDLs), which serve as a valid driver's licence and denote citizenship. The EDL will act as an alternative to the passport for entry by land or water into the United States. The CBSA will work with federal and provincial partners to provide support in the areas of fraud training and document security, and to conduct a review of Canada's first EDL program, which was recently launched in British Columbia.

In addition, in 2008–2009, the CBSA will collaborate with federal, provincial and territorial partners to conclude memoranda of understanding to implement EDL programs, with the aim of expanding the EDL program to all interested Canadians in the future.

Refugee Processing

As part of the CBSA's mandate for the management of the border, CBSA officers examine refugee claimants seeking protection in Canada. These examinations are undertaken on behalf of Citizenship and Immigration Canada (CIC) as part of the Agency's responsibility to implement the *Immigration and Refugee Protection Act* at ports of entry. Through the examinations, the admissibility of the claimants as well as their eligibility to make a refugee claim in Canada are determined. By fulfilling this responsibility, the CBSA plays a critical role in supporting Canada's international obligation to protect refugees while protecting the safety and security of Canada.

Core Services Review

In 2008–2009, through its core services review, the CBSA anticipates continuing consultations with stakeholders and other government departments to develop options for a transparent and equitable policy framework to assess requests for passenger clearance services while ensuring the best distribution of CBSA resources, taking into account resource levels, human resource requirements, security and service to the public.

Sub-activity: Recourse

The Recourse program is responsible for providing clients with a fair and impartial review of decisions and actions taken in support of border services legislation, as well as for developing recourse-related programs and policies. The objective is to make and support timely, consistent and transparent recourse decisions that contribute to the security, protection and economic prosperity of Canada.

The program provides for the administrative review of trade disputes relating to the CBSA's decisions regarding tariff classification, value for duty and origin, and the appropriate marking of imported goods under the *Customs Act*. It also provides for the review of enforcement-related actions taken under the *Customs Act*, the *Proceeds of Crime (Money Laundering) and Terrorist Financing Act*, and the *Agriculture and Agri-Food Administrative Monetary Penalties Act*. This sub-activity also supports the associated tribunal and court appeals processes in relation to both trade and enforcement matters, and it manages Canadian Human Rights Commission cases involving allegations of discrimination from the public regarding the services provided by the CBSA. The CBSA is committed to ensuring that the recourse process is accessible and transparent, and provides a level playing field for travellers and traders.

DID YOU KNOW THAT IN 2006-2007:

- The CBSA collected $10.1 million in duties and $58.3 million in GST/HST daily.
- An average of 17,600 trucks arrived every day, with 10,300 of these cleared through the southern Ontario border crossings.
- The CBSA cleared 230,000 trains and marine vessels.

PROGRAM ACTIVITY: SECURITY

The Security program activity supports the CBSA's strategic outcome, particularly the "safety and security of Canada" component.

The program activity and sub-activities are outlined below.

Table 2.4: Security Program Activity

Within the context of the government's security agenda, and through effective and efficient border management, ensure the safety and security of Canadians.		
Sub-activities	**Intelligence** Collect, analyze and distribute intelligence in support of the CBSA's programs. Conduct threat and risk assessments.	**Enforcement** Provide guidance in the enforcement of all border legislation.

Table 2.5: Security Program Activity — Financial and Human Resources

(Thousands of dollars)

Financial Resources		
2008–2009	**2009–2010**	**2010–2011**
483,519	454,660	420,709

(Full-time equivalents)

Human Resources		
2008–2009	**2009–2010**	**2010–2011**
4,829	4,818	4,572

The Security program activity encompasses most of the CBSA's international operations, some regional border operations and HQ and support services involved in ensuring the safety and security of Canadians. Given the scope of these activities, it is vital that the CBSA understand its current operating environment and processes fully, and look for innovative ways to secure the border.

Throughout 2008–2009, the Agency will continue to work with its Public Safety portfolio partners to increase cooperation and relationship building with other Government of Canada departments in order to address major threats to public safety and security, including those of terrorism, pandemics or other sources. The Security program activity comprises two sub-activities: Intelligence and Enforcement. Several Security-related activities will be undertaken in 2008–2009.

Of specific interest will be the continuation of the Arming Initiative, including a focus on the design of a mandated annual re-certification regime for the firearms re-qualification of armed CBSA officers and an evaluation of CBSA-associated training to ensure that operational requirements are met. The development and enhancement of commercial and traveller processing solutions, such as Harmonized Risk Scoring, the Primary Automated Lookout System replacement and the Electronic Primary Inspection Line (E-PIL), will serve to enhance border security and the safety and security of all Canadians. Finally, the CBSA will continue to work closely with its domestic and international partners to ensure that Canada's border is as secure as possible, while balancing the need to provide an efficient passage for legitimate travellers and goods.

Examples of key activities for 2008–2009 under the Security program activity are included below.

Sub-activity: Intelligence

The CBSA relies on intelligence-based decision making to identify high-risk travellers and contraband goods bound for Canada. In accordance with its multiple borders approach, the CBSA screens people and goods at several points along the travel continuum: at the earliest opportunity overseas, in transit and on arrival at the Canadian border. Receiving and reviewing documentation in advance improves the CBSA's ability to target and interdict inadmissible people and goods, and acts as a deterrent to those contemplating illegal immigration activities or the importation/exportation of contraband.

The Intelligence sub-activity includes initiatives related to guiding and coordinating the CBSA's intelligence operations across Canada and abroad (e.g. participating in interdepartmental and international counter-proliferation working groups, issuing export control lookouts and developing proliferation intelligence files), and providing direct support to the Agency's front-line officers. This sub-activity also includes initiatives related to the collection, analysis, distribution and sharing of intelligence regarding threats to national security, including terrorism, war crimes, organized crime, smuggling, fraud and irregular migration.

Compliance Management Plan

As a key part of the Agency's efforts to manage both enterprise and operational risks to ensure effective program delivery, the CBSA will continue to develop an Integrated Risk Management Framework (IRMF). The IRMF will include a compliance management plan to be phased in at the beginning of the 2008–2009 fiscal year. The plan will include targeting activities that will link targeting decisions to identified levels of risk. Work is under way to develop options for the

governance structure and conceptual framework. The CBSA will review and select options for centralized and regionalized models by summer 2008.

This work will also include an analysis of the various risk-assessment tools currently in place, with a view toward integrating risk-management and compliance activities across the CBSA's three business lines: people; goods; food, plants and animals.

Targeting

In late 2007–2008, the CBSA decided to establish a single functional authority to manage its targeting activities. Enhanced targeting practices will be achieved through improved risk-scoring, pattern-detection and trend-analysis tools, as well as by identifying and monitoring additional targeting-specific risks related to data systems, data quality, resources capacity and training. This will help to ensure national consistency across these functions.

In addition, a program review will be conducted of the Winfall program to ensure that it continues to be the Agency's most effective and efficient rail targeting solution. Winfall allows the Agency to conduct targeting of rail shipments before they arrive at the border for the purpose of identifying shipments that are at high risk for containing contraband. The review will be completed by the end of the 2008–2009 fiscal year.

Migration Integrity Officers

The CBSA has 44 migration integrity officers (MIOs) and three intelligence liaison officers located in 39 key locations abroad. By the end of 2008–2009, the CBSA intends to have 55 MIOs in 45 overseas locations.

The Migration Integrity Officer program encompasses information gathering, analysis and reporting related to visa or immigration application fraud, organized crime, irregular migration, public security and terrorism, war crimes and crimes against humanity. The Migration Integrity Officer program policy is aimed at protecting the integrity of the Canadian immigration selection system, the refugee determination process and the safety and security of Canadian society, including the interdiction of persons inadmissible to Canada.

Information is gathered through a network of contacts with host-country officials, officials from other governments in the designated region, airline personnel and law-enforcement agents, and it is used by CBSA senior management, operational staff and other government departments such as CIC.

MIOs support the integrity of the overseas immigration program through anti-fraud activities, which include identifying fraud indicators for visa officers and conducting site visits in connection with suspicious applications. MIOs provide training to local airlines and authorities to identify false and altered travel documents. These officers maintain a steady flow of information and are key to building sound intelligence concerning illegal migration patterns and trends.

In 2008–2009, the CBSA will continue to work with CIC and Foreign Affairs and International Trade Canada to support its employees abroad. It will enhance the information-sharing protocols used by its officers abroad, the CBSA's National Risk Assessment Centre, CBSA HQ and other government departments.

Lookouts

A "lookout" is an intelligence product designed to identify a person, corporation, conveyance or shipment that may constitute a threat or be of interest for further scrutiny before crossing the border. The CBSA is working to enhance the management of lookouts in the future using technology.

By gathering high-level business requirements and reviewing current methods for monitoring lookout practices, the Agency will develop options and associated costing for implementing an integrated lookout data system.

Container Security Initiative

Since March 2005, Canada has partnered with the United States on the Container Security Initiative (CSI), a multinational program that protects the primary system of global trade — containerized shipping — from being exploited or disrupted by terrorists. The CSI is designed to safeguard global maritime trade, while allowing cargo containers to move faster and more efficiently through the supply chain at seaports worldwide.

Under this partnership program, and in accordance with the CBSA's multiple borders strategy of "pushing the border out," the CBSA negotiates agreements with other nations that allow for the deployment of officers to foreign countries to work with local authorities in the targeting and verification of shipping containers and the identification of high-risk containers before they are loaded onto vessels bound for Canada.

In 2008–2009, the CBSA will implement an agreement, signed between Canada and Panama in November 2007, that is the first step in allowing CBSA officers to be deployed to Panama. In January 2008, CSI officers were posted to South Africa.

Sub-activity: Enforcement

One of the primary functions of CBSA officers is to identify and take appropriate enforcement action to minimize the risks of dangerous people and goods entering and remaining in Canada. Through the Enforcement sub-activity, the CBSA provides guidance in the enforcement of all border legislation and ensures enhanced national security by equipping CBSA officers with the tools they need to do their jobs, such as modern contraband detection equipment and X-ray and gamma-ray equipment. This work also includes developing and delivering appropriate enforcement policies and procedures and building and maintaining key partnerships with domestic and international law-enforcement agencies, promoting partnerships and sharing information. Additional responsibilities related to this sub-activity include investigating individuals who commit offences against Canadian border legislation, making recommendations for prosecution, and detaining and removing people who have no legal right to remain in Canada, especially those who pose a threat to Canadian society.

The CBSA, in its enforcement activity in 2008-2009, will focus on the problem of illegal firearms trafficking, particularly as it concerns illegal firearms smuggled into Canada by organized crime and gangs.

In conjunction with the RCMP, the CBSA will place a high emphasis on measures to prevent trafficking in illegal firearms by organized crime and gangs.

Arming Initiative

At the beginning of 2008–2009, more than 250 CBSA officers will have been trained and equipped with duty firearms. Building from the comprehensive policy foundation relating to arming that was set in place in 2007, the CBSA will move forward with the implementation of the Arming Initiative that will ultimately train and equip a total of 4,800 CBSA officers over 10 years. The Arming Initiative serves to strengthen the security of our border and enhances the safety of CBSA officers, particularly when confronted by dangerous individuals potentially involved in organized crime activities such as the trafficking of illegal firearms.

The CBSA has identified the following activities for the 2008–2009 fiscal year: training delivery, the monitoring of new policies, further development of information technology (IT) support, the construction and renovation of facilities and other infrastructure, and the implementation strategy.

During 2008–2009, the CBSA will continue consultations with other departments and agencies, as well as with other government organizations that have undertaken similar arming initiatives. The Agency recognizes the importance of ensuring a comprehensive and appropriate arming program and is working toward

implementing associated human resources policies and processes, in addition to ensuring that adequate training continues to be delivered to its employees.

Specifically, the existing training regime will continue with the objective of deploying an additional 550 armed officers to the field by March 31, 2009. To ensure that the skills obtained remain current, as well as to enhance the safety of both those crossing the border and its officers, the CBSA will design a comprehensive re-certification regime. This regime will ensure that appropriate requirements and standards are in place and assessed annually for officer re-qualification on the use of firearms.

The CBSA will strengthen program integrity through the development of a regime to monitor compliance with Arming Initiative policies and procedures, as well as mechanisms to assess the performance and continued relevance of policies, operational processes and program effectiveness related to arming.

Finally, the CBSA will take steps in 2008–2009 to address some of the infrastructure needs of the Arming Initiative by building/expanding the training facility in Rigaud, Quebec, to accommodate arming-related training requirements.

Ending Work-alone Situations

In 2008–2009, the Agency will continue to hire new permanent officers to eliminate work-alone situations at sites identified under the Doubling-up Initiative. As implementation is phased in, there will continue to be regular consultations with the unions, the regions and Agency branches to ensure that an efficient and timely process is followed. Related operational and human resources requirements will be closely monitored and appropriate measures will be employed to manage any potential issues that may arise. The strategy is to have 150 of the 400 new permanent officers required in place by March 31, 2009, to help eliminate situations where officers work alone.

This initiative faces funding challenges due to the omission of several costing components required for initial implementation as well as a lack of ongoing funding. These components include infrastructure modifications at locations that have facility and/or accommodation requirements, and increased management and administrative support costs resulting from the staffing of 400 new officers.

Proposed Enhanced Enforcement Authorities

The CBSA is applying to the Department of Justice for its recommendation that the Agency be added as an investigative body to the schedules of the *Privacy Regulations* and the *Access to Information Regulations*. This will facilitate the flow of information between the CBSA and other government departments, enabling the CBSA to better fulfill the enforcement and national security aspects

of its mandate. It is hoped that the Department of Justice will make this recommendation by the end of the 2008–2009 fiscal year, and that the regulatory amendments will be completed within the first half of 2009–2010.

The CBSA remains committed to addressing the exportation of stolen vehicles from Canada and will continue to be so throughout the 2008–2009 fiscal year. The Agency is working with its Public Safety Canada and RCMP portfolio partners to develop and implement enhanced export control activities in a focused manner. The CBSA will also benefit from new enforcement authorities in the interdiction of stolen vehicles under proposed automobile theft amendments to the *Criminal Code*.

Finally, proposed amendments to the *Customs Act* would give CBSA officers additional tools and authorities to enhance the Agency's ability to fulfill its mandate. Specifically, pending the passage of these amendments in 2008–2009, the CBSA will have expanded authorities to combat internal conspiracies, organized crime and national security threats more effectively at ports of entry in designated customs controlled areas.

National Anti-Drug Strategy

The CBSA will receive $3.3 million over two years under the National Anti-Drug Strategy announced in January 2008.

The CBSA will use the funding to improve the detection of illegal drugs and precursor chemicals, which are used in manufacturing illegal drugs. Nearly every illicit drug requires chemicals to be refined to a final, consumable form. Since precursor chemicals also have a wide legitimate use in the production of consumer goods (e.g. pharmaceuticals, fragrances, flavouring agents, petroleum products, fertilizers and paints), stronger detection measures will be put in place.

The CBSA laboratory will receive a portion of the funding for testing precursor chemicals entering Canada. As a result, scientists will be able to determine the uses of the chemicals entering Canada more effectively, which will prevent these chemicals from reaching illegal drug manufacturers.

This funding will also enhance the CBSA's investigation and border intelligence capabilities.

Canadian Experience Class

The Canadian Experience Class is a new economic immigration initiative that aims to facilitate the transition for temporary residents with Canadian work experience (workers and students) to become permanent residents. In support of this initiative, the CBSA received funding to combat fraud in both the Temporary

Foreign Worker Program and the International Student program. This funding has been allocated to support the expansion of enforcement activities in the domains of interdiction abroad, security screening, intelligence gathering and analysis, inland enforcement and criminal investigations.

Detentions

The *Immigration and Refugee Protection Act* provides the authority to detain an individual who is believed to be inadmissible and a danger to the public or is unlikely to appear for examination, an admissibility hearing, or removal from Canada, or in the case where the individual's identity has not been established.

In 2008–2009, the CBSA will formalize agreements with Quebec and Ontario, to be signed in spring/summer 2009, regarding the detention of persons under immigration legislation. The agreements will enable the CBSA to detain individuals in provincial jails.

Removals

The CBSA's removal priorities continue to be individuals who pose a threat to the security of Canada, such as those involved in terrorist activities, organized crime and crimes against humanity. In order to protect the integrity of Canada's immigration program, the CBSA also removes refugee claimants whose claims have been denied and other inadmissible persons.

The CBSA participates in joint charter removals with the United States for high-risk removals. In 2008–2009, the CBSA will continue to explore collaborative means for removals, in addition to tracking the number of removals of persons who have no legal right to remain in Canada.

The CBSA will make the most efficient use of its resources by focusing on the removal of high-risk individuals. The Agency will assess its success through the number of inadmissibility reports written, arrests made, removals concluded and high-risk persons removed.

Partners in Protection

The Partners in Protection (PIP) program enlists the cooperation of private industry in efforts to enhance border security, combat organized crime and terrorism, increase awareness of customs compliance issues, and help detect and prevent contraband smuggling. Under this program, the CBSA has developed strategic partnerships with private industry to secure the flow of low-risk, legitimate goods and travellers across the Canadian border.

An enhanced PIP program will include the introduction of minimum-security requirements, along with the verification of security measures before membership

approval, as a condition for participation in the program. The CBSA will reassess members' security measures every three years to determine if program participants can maintain their PIP status. An external consultative process to engage stakeholders will be launched as part of this process.

The Security and Prosperity Partnership of North America (SPP) stipulates that the requirements for the PIP program and those of the U.S. Customs-Trade Partnership Against Terrorism (C-TPAT) be made compatible. The CBSA will work toward this end with its U.S. partners in 2008–2009. Negotiations with the United States toward a mutual recognition arrangement are progressing, with the signing of such an arrangement expected in summer 2008.

Air Cargo Security Initiative

The primary objective of the Air Cargo Security (ACS) initiative is to develop a comprehensive air cargo security regime in Canada that will mitigate the risks associated with the introduction of explosives in cargo or mail and the use of cargo aircraft as weapons. Through design and pilot testing, supply-chain programs to identify low-risk cargo will be developed and procedures will be identified to screen high-risk and targeted cargo.

The CBSA will work closely with Transport Canada, the lead on this initiative, to assess overlap and provide advice and expertise in targeting, screening technology and known shipper programs. As international security pressures mount, this initiative and the Agency's participation in it will become more significant.

Three pilot programs will be undertaken in 2008–2009. The first will pilot the known shipper/freight forwarder/air carrier programs. The second will involve evaluating and making recommendations on the possibility of using targeting or risk assessment in the ACS initiative. Finally, the third will involve piloting and evaluating detection technology as a means of screening air cargo.

Through information gathered by the pilot programs, Transport Canada and the CBSA will be able to conduct sufficient analysis to recommend implementation activities and next steps for an integrated enhanced air cargo security program for Canada.

Radiation Detection Technology

Radiation detection technology is completely operational in Halifax, Nova Scotia; Saint John, New Brunswick; Montréal, Quebec; Prince Rupert, British Columbia; and at certain Vancouver, British Columbia sites. In 2008–2009, implementation of radiation detection technology will continue with the goal of completing all planned installations.

Document Fraud Analysis

In 2008–2009, the CBSA will continue its work on document fraud analysis by delivering training to ensure that its officers are able to make the best use of rapidly emerging new technologies used in document security.

The CBSA will deliver formal training, learning and skills maintenance sessions to regional and HQ document specialists that will enable the Agency to keep pace with an international environment that is highly adaptive in the exploitation of documents and fraud-detection programs.

The Agency will continue to engage with national and international partners in the exchange of information, best practices and expertise to increase the detection and prevention of document and identity fraud.

Joint Export Control Enforcement Project

In April 2008, work will begin on a joint export control enforcement project with U.S. Immigration and Customs Enforcement, an arm of the U.S. Department of Homeland Security. The purpose of this project is to disrupt the illicit export of controlled and strategic goods to countries of concern and countries under United Nations sanctions.

Strategic goods and technologies include arms, ammunition, implements of war, weapons-related materials or any goods or technologies whose unauthorized export might be contrary to Canadian security, political and international interests.

Security Certificates

In exceptional circumstances, the *Immigration and Refugee Protection Act* permits the use of security certificates signed by the Minister of Public Safety and the Minister of Citizenship and Immigration to expedite the removal of non-Canadians who are inadmissible on the grounds of security, violation of human or international rights, serious criminality or organized criminality. In February 2007, the Supreme Court of Canada confirmed the need for security certificates but found some aspects of the process to be unconstitutional. As a result, the Act was amended in February 2008 to enable "special advocates" to examine classified information and to represent the client in closed proceedings. These amendments will strengthen an important public safety tool by making it fairer to the client, while recognizing the need to prevent the disclosure of classified information. In 2008–2009, the CBSA will collaborate with Public Safety Canada, the Canadian Security Intelligence Service, CIC and the Department of Justice to manage litigation and policy issues arising from the amendments to the

Act, and it will manage the security certificate cases that are in detention or have been released on strict conditions.

PROGRAM ACTIVITY: SCIENCE- AND TECHNOLOGY-BASED INNOVATION

The Science- and Technology-based Innovation program activity supports the Agency's strategic outcome of border management that contributes to the safety and security of Canada and facilitates the flow of persons and goods through the design, development, implementation, delivery and operation of innovative solutions, science and technology in order to deal with the major issues facing border management.

Increasingly, the ability of the CBSA to respond to operational priorities and provide secure and modern border management depends on its capacity to build and deploy modern and innovative IT solutions that are closely aligned with and responsive to the operational demands and priorities of the Agency now and in the future.

The future operating environment of the CBSA is one of ever-shifting challenges and opportunities. To prepare for this future, the Agency will employ innovative, leading-edge technology to facilitate the legitimate trans-border flow of goods and people, while protecting Canada from the threats of terrorist attacks, illegal immigration, illegal drugs and other contraband. The CBSA will integrate tools to automate the assessment and management of risks associated with goods and travellers in processes from pre-arrival at the border to secondary inspections and final release.

The program activity and sub-activities are outlined below.

Table 2.6: Science- and Technology-based Innovation Program Activity

Use the science and technology capacity of the Canada Border Services Agency to modernize border management and increase the effectiveness and efficiency of border operations			
Sub-activities	**Business Solutions/Projects** Interpret business requirements and translate them into technological and science-based solutions. Design, develop and deliver science and technology solutions to support the delivery of border services through major projects.	**Border Technology Operations** Enhance the CBSA's technology operations capacity to improve the performance of national systems.	**Laboratory and Scientific Services** Provide laboratory and scientific services to the CBSA, other government departments/agencies and external/ international partners.

Table 2.7: Science- and Technology-based Innovation Program Activity — Financial and Human Resources

(Thousands of dollars)

Financial Resources		
2008–2009	**2009–2010**	**2010–2011**
358,848	344,136	318,931

(Full-time equivalents)

Human Resources		
2008–2009	**2009–2010**	**2010–2011**
762	731	672

Activities that support the Science- and Technology-based Innovation program activity employ a diversity of scientific, analytical and technology services and solutions to identify and interdict high-risk people and goods, to collaborate and share information with program partners, and to process people and goods effectively in a risk-based environment. This program activity also provides laboratory and scientific services that include forensic analysis, research and technical advice to support the CBSA in delivering its mandate.

To ensure that Canada remains a world leader in effective integrated border management, the CBSA will work jointly with other government departments and agencies to advance and develop innovative commercial and traveller processing solutions.

A series of resilient, highly available IT systems and solutions to manage the import and export of goods and the entry of individuals will allow for the early risk assessment of people and commercial shipments, and facilitate the free flow of admissible goods, the enforcement of laws and regulations and support for primary and secondary inspections.

These activities support the ability of the CBSA to respond to operational priorities, provide modern border management and build and deploy modern and innovative IT solutions that are closely aligned with, and responsive to, the operational demands and priorities of the Agency now and in the future.

The following are the main sub-activities under the Science- and Technology-based Innovation program activity.

Sub-activity: Business Solutions/Projects

Included in this sub-activity are the design, development and implementation of science and technology solutions to support the delivery of border services. The CBSA uses its expertise and an innovative approach to interpret business requirements and translate them into technological and science-based solutions for effective border management. This includes systems and programs for facilitating the entry of travellers and goods, and risk-assessment systems supporting border security. The CBSA also places strong emphasis on planning and systems architecture to maximize efficiency and ensure interoperability with other systems within the CBSA and with external partners.

Advance and Develop Commercial Processing Solutions

Through joint initiatives with other government departments and agencies, the CBSA will advance and develop key commercial solutions to facilitate the free flow of trade. These initiatives include the use of advance information systems and technology to enhance risk management and targeting, such as eManifest, Harmonized Risk Scoring — Advance Trade Data and the ACI Bayplan. The CBSA will concentrate its efforts in 2008–2009 on advancing and developing commercial solutions and improving its ability to target non-compliance and protect Canadians from threats.

With the advance information received, the CBSA will be able to analyze risk more effectively and make informed decisions before goods arrive in Canada. Advancements in these areas will support the CBSA's mandate of providing integrated border services that support national security and public safety priorities and facilitate the free flow of persons and goods.

Key commercial solutions include the following:

eManifest

In 2007, the Government of Canada committed to investing $396 million over a five-year period in eManifest, a key priority under the trilateral SPP that includes Canada, the United States and Mexico. The eManifest initiative continues the work implemented under the ACI program, and it is the next critical step required to improve the ability of the CBSA to detect rail and highway shipments that pose a high or unknown risk to the safety and security of Canadians.

With the passage of proposed amendments to the *Customs Act* which, among other things, propose that advance commercial information be required from all participants or "links" in the trade chain, the CBSA will be better able to target

high-risk shipments while streamlining the entry of low-risk shipments. With these amendments, eManifest will continue to be developed and implemented as planned. In 2008–2009, the CBSA will continue to develop and deploy eManifest components. With advance electronic cargo information received, the CBSA will be better able to analyze risk and make informed decisions based on rigorous risk assessments before goods arrive in Canada.

eManifest will contribute to a strong economy by facilitating the flow of low-risk trade in a high-volume, time-sensitive trans-border environment. It will "push the border out" and Canadians will be better protected from health, safety, security, contraband and terrorist threats.

Harmonized Risk Scoring — Advance Trade Data

The Harmonized Risk Scoring — Advance Trade Data initiative will enable the Agency to close existing information gaps within the marine commercial supply chain by harmonizing assessment processes with the United States, to the extent possible, and ensuring that these processes meet the standards established by the World Customs Organization. The main objective of the Harmonized Risk Scoring — Advance Trade Data initiative is to improve the effectiveness of the CBSA's risk-management efforts through the collection and analysis of logistical information used to plan and execute the movement of goods across the border and throughout the supply chain. This innovative approach will effectively "push the border out," thereby enabling serious threats to Canada's health, safety and security to be identified and potentially intercepted before they approach or cross the border.

In 2008–2009, enhancements to TITAN, the Agency's current automated risk-assessment system, will occur. The CBSA will incorporate a new scoring methodology based on an expanded set of risk indicators into the system and will improve the system's ability to make changes to the scoring methodology based on immediate or emerging threats.

Advancing and Developing Traveller Processing Solutions

The CBSA will develop policies, procedures and systems support, where required, for monitoring the risk level of clients. Through technological advances and initiatives such as the PNR Push initiative and the Primary Automated Lookout System (PALS) replacement, the Agency will focus on advancing and developing people solutions that support its mandate. The CBSA will continue to improve the use of automated risk-assessment systems and explore the potential of new technologies to facilitate and coordinate the movement of travellers into Canada while enhancing border security.

Key people solutions include the following:

PALS Replacement

The PALS replacement will provide border services officers with an improved automated risk-assessment tool for travellers and vehicles seeking entry into Canada at the land border. It will further improve the CBSA's ability to assess risk in both people and conveyances.

Advance Passenger Information/Passenger Name Record (API/PNR)

The API/PNR program enables the Agency to perform risk assessments on air travellers and to analyze their data 24/7 before they arrive in Canada. An initial solution is being developed, called the "push" functionality, that is the direct transfer of data from airline reservation systems to the CBSA. Ongoing work in 2008–2009 will enable the CBSA to continue the development of a more robust and long-term solution that will respect privacy requirements and streamline how the CBSA acquires and processes air passenger data for risk-assessment purposes.

Advancing and Developing Revenue Collection Solutions

CBSA Assessment and Revenue Management
In 2008–2009, the CBSA will continue its work in advancing and re-developing its revenue management programs and systems to bring legacy customs, immigration and food inspection activities into a modernized revenue accounting and management regime. This will strengthen the CBSA's controls and reporting relating to the collection of trade data and the management, accounting and reporting of over $26 billion in annual tax revenues. A feasibility study to explore viable solution options will be completed in 2008–2009.

Sub-activity: Border Technology Operations

Innovative, reliable systems are essential for effective border management. In support of this sub-activity, the CBSA provides secure IT infrastructure, maintains the quality performance of operational systems, and operates and maintains national systems that support the movement of people and goods arriving at the border and the collection of revenues from duties and taxes. This includes researching security-based technological solutions and best practices to increase the effectiveness and efficiency of border operations, security and enforcement. The CBSA also provides support to users in related fields and partners in other organizations.

Biometrics

In light of changes to international passport standards and proposed changes to passport requirements for travel to the United States, the use of biometric technologies will increase. Throughout 2008–2009, the CBSA will develop a vision consistent with the Agency's commitment to the continued use and expansion of biometric technologies.

The CBSA employs biometric technologies through two of its programs, CANPASS Air and NEXUS (highway, marine and air). In addition to the CBSA's current use of biometric technologies, the Agency's science laboratory will remain actively involved in biometric technology research throughout 2008–2009. Subject to national privacy protection laws and requirements, the CBSA has made a commitment to work with international partners (Australia, the United Kingdom and the United States) to develop a framework for the systematic exchange of biometric data. The four countries committed to begin the exchange of relevant identity information, including biometric and biographic identifiers for more effective border and immigration management, by 2009. They intend to create a "real-time" system of information sharing, based on this matching among all four countries, by 2010.

Electronic Primary Inspection Line

Discussions pertaining to a new pilot program, available to Canadian citizens and known as the Electronic Primary Inspection Line (E-PIL), were initiated in late 2007. The pilot program will be conducted at Vancouver International Airport and will begin in fall 2008. This program will use new technology to expedite the movement of low-risk passengers and enable the CBSA to focus more resources on high-risk passengers and goods.

Under the program, rather than handing passports to CBSA agents, travellers will put their passports in an E-PIL kiosk. Low-risk travellers will pass through the primary inspection line quickly, and regulatory authorities will have collected the information they need.

The E-PIL program has the potential to fundamentally change the CBSA's processing procedures, to meet future processing demands and to enhance border clearance for Canadian citizens and permanent residents seeking to enter Canada at international airports.

Sub-activity: Laboratory and Scientific Services

The CBSA offers a diverse range of scientific, analytical and research advisory services. Within this sub-activity, the CBSA provides laboratory and scientific services to CBSA programs and external partners, departments and agencies. The CBSA's research on scientific products and solutions aids in modernizing border management and increases the effectiveness and efficiency of border operations, particularly in relation to security and enforcement. The Agency also has the capacity to perform in-house physical and chemical analyses of industrial commodities and forensic examinations of documents.

Research and Development

The CBSA will continue to conduct research on and design innovative science and technology solutions to border management and remain adaptable to changing technologies and global trends in order to support the movement of people and goods. The Agency will explore opportunities to use modern science and technology to support evidence-based decision making in areas such as the detection of chemicals and biological agents, radiation, nuclear materials, explosives and contraband; forensic document analysis; imported and exported commodities analysis; engineering sensors; and a number of other specialty areas.

SECTION III — SUPPLEMENTARY INFORMATION

TABLE 3.1: DEPARTMENTAL LINKS TO GOVERNMENT OF CANADA OUTCOMES

STRATEGIC OUTCOME: Border management that contributes to the safety and security of Canada and facilitates the flow of persons and goods.

	Expected Results	Planned Spending 2008–2009	Planned Spending 2009–2010	Planned Spending 2010–2011	Alignment with Government of Canada Strategic Outcome
		(thousands of dollars)			
Access	The lawful flow of persons and goods is facilitated.	666,575	668,753	610,488	A strong and mutually beneficial North American partnership.
Security	Borders protected against potential threats to Canada's safety and security.	483,519	454,660	420,709	A strong and mutually beneficial North American partnership.
Science- and Technology-based Innovation	Innovative solutions contribute to the safety and security of Canada and facilitate the flow of persons and goods.	358,848	344,136	318,931	A strong and mutually beneficial North American partnership.

The CBSA's strategic outcome supports the Government of Canada's outcome areas, namely a strong and mutually beneficial North American partnership, safe and secure communities, and a fair and secure marketplace.

TABLE 3.2: SUSTAINABLE DEVELOPMENT STRATEGY

The CBSA is gradually shifting to new ways of thinking and acting that reflect economic, social and environmental dimensions of sustainable development. The CBSA's Sustainable Development Strategy (SDS) 2007–2009 emphasizes the creation of systems that promote the overall sustainable management of the CBSA's activities.

The CBSA's commitment to sustainable development supports border management that contributes to the safety and security of Canada and facilitates the flow of persons and goods.

The SDS came into force on April 1, 2007. The CBSA will report on the implementation of the SDS in the 2007–2008 Departmental Performance Report. The SDS 2007–2009 is available on the CBSA's Web site at http://www.cbsa-asfc.gc.ca/agency-agence/reports-rapports/sds-sdd/sds-sdd-07-09-eng.html.

Sustainable Development Strategy 2007–2009 Targets for 2008–2009

SUSTAINABLE DEVELOPMENT STRATEGY (SDS) GOAL: The CBSA is a socially responsible organization.

SDS Target: Forge three internal and/or external strategic partnerships		
Federal Sustainable Development (SD) Goal	**Performance Measure**	**Expected Result**
n/a	• Number and percentage of partnership agreements	• The CBSA's mandate is maximized
SDS Target: Implement phase 1 of the 2007–2012 greenhouse gas emissions reduction plan		
Federal SD Goal	**Performance Measure**	**Expected Result**
• Reduce greenhouse gas emissions	• Percentage of reduction of greenhouse gas emissions	• Greenhouse gas emissions are reduced
SDS Target: Apply Leadership in Energy and Environmental Design (LEED) certification standards for new CBSA-owned border crossing facilities		
Federal SD Goal	**Performance Measure**	**Expected Result**
• Reduce greenhouse gas emissions	• Number and percentage of new LEED-certified facilities	• Resources are used in a sustainable manner
SDS Target: Reduce greenhouse gas emissions per vehicle kilometre by 15% (from 2002–2003 levels)		
Federal SD Goal	**Performance Measure**	**Expected Result**
• Reduce greenhouse gas emissions	• Annual average of greenhouse gas emissions per vehicle kilometre	• Greenhouse gas emissions are reduced

SDS Target: Purchase ethanol-blended fuel for vehicle fleet, where available

Federal SD Goal	Performance Measure	Expected Result
• Reduce greenhouse gas emissions	• Percentage of ethanol-blended gasoline purchased	• Greenhouse gas emissions are reduced

SDS Goal: The CBSA is an employer of choice.

SDS Target: Develop and implement an environmental management system

Federal SD Goal	Performance Measure	Expected Result
n/a	• Number of significant environmental aspects that are identified and managed by the environmental management system	• Environmental impacts are minimized and environmental performance is continually improved

SDS Goal: The employees of the CBSA contribute to a sustainable Canada.

SDS Target: Develop and implement a national sustainable development awareness program

Federal SD Goal	Performance Measure	Expected Result
n/a	• Number and percentage of sustainable development awareness initiatives that have been identified and implemented	• Employees have the knowledge to contribute to sustainable development

SDS Target: Develop and implement a national sustainable development recognition program

Federal SD Goal	Performance Measure	Expected Result
n/a	• Number and percentage of employees recognized for their contributions to sustainable development initiatives	• Employees have contributed to sustainable development

LIST OF ONLINE TABLES

The following tables are available online on the Treasury Board of Canada Secretariat's Web site at http://www.tbs-sct.gc.ca/est-pre/20082009/p3a_e.asp.

1. Current and Upcoming Evaluations
2. Horizontal Initiatives
3. Upcoming Internal Audits
4. Services Received Without Charge
5. Sources of Respendable and Non-respendable Revenue
6. Status Report on Major Crown Projects
7. Summary of Capital Spending by Program Activity

SECTION IV — OTHER ITEMS OF INTEREST

INTERNAL SERVICES

Internal Services is the fourth program activity in the CBSA's Program Activity Architecture (PAA). The focus of Internal Services is the ongoing implementation of a modern management regime that is results-based, delivers value for money and, through a regular process of monitoring, allocates or reallocates resources to CBSA priorities. Key activities to implement a modern management regime within the CBSA include the development and implementation of an Integrated Risk Management Framework (IRMF) that includes a monitoring and reporting mechanism; further refinement and the redevelopment of the PAA to represent the Agency's priorities and mandate more effectively; and the refinement of a comprehensive human resources plan to address the complex challenges faced by the CBSA and its workforce.

The following section presents the strategies and activities that will be undertaken by one or more of the Internal Services groups over the next year to respond to the CBSA's strategic priorities and to support the implementation and delivery of programs and services that the Agency provides and manages.

Table 4.1: Allocation of 2008–2009 Internal Services Resources to Other Program Activities

(Thousands of dollars)

Program Activity	Access	Security	Science- and Technology-based Innovation	Total
2008–2009 ARLU [1]	154,489	80,498	72,383	**370,370**
Full-time Equivalents	607	227	149	**983**
Percentages	50%	26%	24%	**100%**

[1] Annual Reference Level Update (ARLU)

Human Resources

The CBSA strives to ensure that its human resources regime meets the business needs of the CBSA, complies with central agency requirements and provides timely and efficient human resources services to its employees. In 2008–2009, the human resources strategic plan will be updated to address the challenges identified to ensure that the CBSA's workforce is representative of the Canadian population. The human resources plan will be posted on the CBSA's intranet site during the first quarter of the 2008–2009 fiscal year.

The CBSA places a high value on individual and organizational well-being. With a view to ensuring ethical and values-based behaviour in the workplace, the CBSA will monitor the application of its policies. It will solidify its regime by ensuring the proper distribution of the *CBSA Code of Conduct* and the Treasury Board of Canada Secretariat's (TBS) *Policy on the Prevention and Resolution of Harassment in the Workplace* and the provision of related training. The CBSA will foster cooperation, communication and problem solving though robust joint consultation processes with bargaining agents, and the results of these consultation processes will be closely monitored. In addition, once collective bargaining is completed for the new Frontière/Border (FB) occupational group, it will be fully implemented.

The CBSA will conduct a workforce analysis and employment systems review to identify the gaps, barriers and obstacles faced by designated groups in the Agency. The CBSA will implement the Professional Education Development and Apprenticeship Program. The objective of the Program is to recruit, develop and retain human resources professionals to fulfill the changing requirements of human resources within the public service and, more specifically, within the CBSA. The program is designed to accelerate the development of highly motivated university graduates and current human resources advisors who have the potential to excel as intermediate-level professionals.

Border Services Officer Recruitment

In 2008–2009, measures will be implemented to recruit and cross-train the number of border services officers needed to meet operational requirements. Officer recruitment is a CBSA priority and an ongoing staffing process with a national area of selection is currently in place to recruit over 1,000 new officers. Recruitment teams have been set up across the country to support the high level of staffing that will be required. The CBSA aims to have 1,300 new recruits in training at the Rigaud training facility in 2008–2009.

Training and Learning

In 2008–2009, the CBSA will work toward the improved alignment of its training and learning with its business priorities and creating an environment that is conducive to learning. It will continue to meet central agency and government-wide requirements and obligations related to training and learning. The national coordination, oversight and delivery of CBSA-wide training and learning will be improved upon to meet employee and management development needs, and to ensure that employee skills and competencies address organizational capacity gaps and further the CBSA's mandate. An action plan will be implemented in support of the strategic learning plan and work will continue to achieve greater horizontal coordination and partnerships with internal and external stakeholders.

The CBSA will work to promote a leadership capacity that develops sound policy, delivers excellent service and meets evolving CBSA business goals. It will develop leadership learning products and tools for CBSA managers, as part of the Leadership Learning Framework initiative, and will explore new ways to recruit and train.

The CBSA will expand its learning centre facility in Rigaud, Quebec, and explore the option of developing a learning centre in Western Canada. With the goal of managers and employees working together to create an environment that effectively reacts to and sustains change, the CBSA will develop support tools and products for employees and managers in the transition to an armed workforce.

Official Languages

The CBSA will continue to invest in language training to increase its bilingual capacity. Since earning an "exemplary" mark for the management of its official languages program in the 2006–2007 Annual Report of the Office of the Commissioner of Official Languages, significant steps have been taken to further solidify this program at the CBSA. The CBSA will continue this important work in 2008–2009 by translating plans into tangible results through the rigorous application of its official language policies.

Informal Conflict Management System and Values and Ethics

In 2008–2009, the Informal Conflict Management System (ICMS) team will continue its collaborative efforts to promote the fair and effective resolution of conflict at the CBSA through strengthening its connectivity and partnerships with the labour relations and human resources branches, the unions and management, and by continuing to provide advice, guidance and tools to all employees at headquarters and in the regions.

The primary focus for the ICMS in the upcoming year will be on program and policy development, including increased mediation capacity and improved performance measurement and reporting.

In 2008–2009, the values and ethics team will continue to design, develop and deliver values and ethics awareness sessions that are appropriate and tailored to all staff at all levels and work locations. Particular emphasis will be placed on increasing opportunities for meaningful dialogue on values and ethics throughout the CBSA.

The CBSA will continue to work toward the effective implementation of the *Public Servants Disclosure Protection Act* (PSDPA) and to support the Senior Officer for Internal Disclosure at the CBSA. Information and training sessions,

specifically designed for managers and employees on the PSDPA and on the internal disclosure process for the CBSA, are currently being developed and will be delivered as part of the values and ethics awareness sessions. They will also be presented as stand-alone training modules.

Risk

Risk mitigation has been made a more explicit part of corporate strategic planning in the 2008–2009 to 2010–2011 strategic plan. The plan includes a goal to reduce enterprise and operational risks while ensuring effective program delivery.

The CBSA is working to integrate its existing strategies, processes and tools into a comprehensive framework that is consistent with the TBS policy on an Integrated Risk Management Framework (IRMF). The CBSA will develop an IRMF that builds on its enterprise risk profile. The IRMF will include controls and indicators for risk identification, classification, monitoring and mitigation that will be used for informed decision making and priority setting, as well as for providing continual improvement.

In addition, the IRMF will include a compliance management plan to be phased in at the beginning of the 2008–2009 fiscal year. This plan will be expanded from existing processes and will support and link strategic planning and performance, governance and risk management to operational plans.

Auditable Financial Statements

The CBSA is moving forward with the government-wide initiative to have its financial statements audited by the Office of the Auditor General of Canada. The weaknesses identified in a completed audit readiness assessment are being addressed to ensure that the necessary controls are in place to achieve a successful audit.

Performance Measurement Framework

In accordance with the requirements of the TBS's *Management, Resources and Results Structure Policy*, the CBSA continues to develop its performance measurement platform. In December 2007, the Agency submitted its performance management framework to the TBS. Work will continue on the framework in 2008–2009 as it is not yet complete. By 2009–2010, the CBSA will be in a better position to implement the framework more fully.

In addition, the CBSA's new PAA will take effect on April 1, 2008. A better-aligned PAA supported by a robust performance measurement framework will allow senior management to make more informed decisions on program performance and resource allocation.

Access to Information and Privacy

In accordance with the principles of open government and the protection of the privacy of the individual, the CBSA will comply with the statutory requirements of the *Access to Information Act* and the *Privacy Act*.

In 2008–2009, the CBSA will further reduce access to information and privacy (ATIP) request backlogs thereby allowing the CBSA to meet legislative requirements for the majority of requests.

The CBSA also intends to finalize the organizational structure and develop a training and recruitment plan for ATIP functions to ensure compliance with legislative requirements. The CBSA will require additional funding in order to respond to the present request backlog, and it forecasts a 12% to 15% annual rate of increase in the demand of ATIP requests and services.

The CBSA will have a dual focus: the timely completion of ATIP requests to ensure that the Agency meets legislative requirements and the development of a policy framework to ensure that officials understand their respective roles and responsibilities with respect to the access, use and disclosure of program information.

Facilities

To meet both the immediate accommodation needs of the CBSA and its future needs, the CBSA will undertake a review of its long-term accommodation strategy and develop a plan to ensure that it has sufficient space to accommodate existing staff and its planned workforce for the next three years. This renewed strategy will take into consideration the CBSA's initiatives and special projects, including those discussed elsewhere in this report. Options to be explored include the relocation of the CBSA laboratory and the formalization of Public Works and Government Services Canada's long-term accommodations strategy for the CBSA.

The CBSA's infrastructure projects in 2008–2009 include the port redevelopment project at Douglas, British Columbia, scheduled for completion in summer or fall 2008, and the construction of new port of entry facilities in St. Stephen, New Brunswick, with completion anticipated in December 2008.

The arming of CBSA officers will affect training facility requirements and make facility changes necessary. The CBSA national training facility in Rigaud, Quebec, will be expanded to accommodate the training of armed officers: use-of-force training facilities, firing ranges, additional academic training facilities and residence rooms will be built. Secure lock-up and storage space, lock boxes for transportation and clearing devices will also be required in the regions. Construction is expected to begin in late summer 2008, with completion anticipated by July 2010.

In 2008–2009, the CBSA will focus on implementing facility infrastructure enhancements required to support the development of the smaller ports in the CBSA's portfolio that require upgrades to support the Doubling-up Initiative. Upgrades to and the construction of residential facilities will be required for the new officers who will be posted to remote ports of entry. It is expected that this initiative will take three years before the required facility upgrades/replacements are completed at all targeted ports.

ACRONYMS

ACI	Advance Commercial Information
ACS	Air Cargo Security
API	Advance Passenger Information
API/PNR	Advance Passenger Information/Passenger Name Record
ARLU	Annual Reference Level Update
ATIP	access to information and privacy
BCCC	Border Commercial Consultative Committee
CANPASS	Canadian Passenger System
CBSA	Canada Border Services Agency
CBSAC	Canada Border Services Advisory Committee
CCA	customs controlled area
CIC	Citizenship and Immigration Canada
CMP	compliance management plan
CRA	Canada Revenue Agency
CSA	Customs Self Assessment
CSI	Container Security Initiative
C-TPAT	Customs-Trade Partnership Against Terrorism
EDL	enhanced driver's licence
E-PIL	Electronic Primary Inspection Line
FAST	Free and Secure Trade
FB	Frontière/Border
GST	goods and services tax
HQ	headquarters
HST	harmonized sales tax
ICMS	Informal Conflict Management System
IRMF	Integrated Risk Management Framework
IT	information technology
LEED	Leadership in Energy and Environmental Design
MIO	migration integrity officer
NEXUS	Joint Canada/U.S. customs and immigration program (pre-approval entry system for frequent travellers)
PAA	Program Activity Architecture
PALS	Primary Automated Lookout System
PIP	Partners in Protection
PNR	Passenger Name Record
PSDPA	*Public Servants Disclosure Protection Act*
SD	sustainable development
SDS	Sustainable Development Strategy
SPP	Security and Prosperity Partnership of North America
TBC	Treasury Board of Canada
WHTI	Western Hemisphere Travel Initiative

Information and Contacts

Related information

Canada Border Services Agency
http://www.cbsa-asfc.gc.ca/menu-eng.html

Citizenship and Immigration Canada
http://www.cic.gc.ca/english/index.asp

Department of Finance Canada
http://www.fin.gc.ca/fin-eng.html

Foreign Affairs and International Trade Canada
http://www.international.gc.ca/index.aspx

Health Canada
http://www.hc-sc.gc.ca/index_e.html

Public Safety Canada
http://www.publicsafety.gc.ca/index-eng.aspx

Transport Canada
http://www.tc.gc.ca/en/menu.htm

Contact us

For more information, visit the CBSA's Web site at **http://www.cbsa-asfc.gc.ca/contact/menu-eng.html**.

APPENDIX — CBSA THREE-YEAR STRATEGIC PLAN 2008–2009 TO 2010–2011

Strategic Priority 1

Effective delivery of programs and services

Expected result: The CBSA will increase its ability to identify and interdict people and goods of high and unknown risk while expediting the flow of low-risk travellers and trade.

Strategy 1: Build and maintain program expertise across the CBSA.

Expected Result: The CBSA's workforce is competent in all functions and has the attributes required to deliver the Agency's mandate and the capacity to innovate.

Activities	Expected Results
• Implement measures to effectively and expeditiously recruit and cross-train the number of border services officers needed to meet operational requirements	• Continue to reduce gaps in areas of critical risk: immigration, and food, plant and animal imports and exports
• Improve the national coordination, oversight and delivery of CBSA-wide training and learning to meet employee and management development needs, and to ensure that employee skills and competencies address organizational capacity gaps and further the CBSA's mandate	• The CBSA's workforce is equipped with the required skills and knowledge to deliver corporate and operational services today and in the future

Strategy 2: Manage corporate and operational risks to ensure effective program delivery.

Expected Result: A robust risk-management approach guides the CBSA's ongoing management and daily operations.

Activities	Expected Results
• Develop and implement an Integrated Risk Management Framework (IRMF), including monitoring and reporting mechanisms	• The IRMF guides the delivery of border services in support of the CBSA's mandate
• Design and begin implementation of the compliance management plan	• Deploy resources more effectively and integrate a comprehensive risk-assessment approach into program management and delivery
• Focus on detaining and removing individuals of the highest risk from Canada's inventory	• Ensure the security of Canada by detaining and removing individuals who pose a threat
• Operationalize the governance structure and framework for a single functional authority to manage targeting activities	• Enhance the CBSA's ability to achieve the desired levels of, and a balance between, border openness and security
• Develop procedures and systems in a manner that will enable the CBSA to determine whether its performance exceeds, meets or falls short of expectations	• The CBSA uses performance management procedures and information to monitor operations and help improve for the future
• Standard operational procedures are revised, as required, and monitored to ensure consistency in their application	• The CBSA has established operational standards and procedures to meet its desired balance between security and facilitation, and regularly evaluates and updates these standards

Strategic Priority 1

Effective delivery of programs and services

Expected result: The CBSA will increase its ability to identify and interdict people and goods of high and unknown risk while expediting the flow of low-risk travellers and trade.

Strategy 3: Continue with the implementation of the Arming and Doubling-up initiatives.

Expected Result: Enhanced border security and officer safety by arming authorized CBSA officers and providing high-quality training, a sound policy foundation and a rigorous management framework.

Activities	Expected Results
• Continue with the existing training regime and design a re-certification regime for mandated annual re-qualification	• Training is complete, professional and relevant • Comprehensive standards for firearms training, qualification and certification are in place and assessed annually to ensure safe and effective post-training performance
• Establish monitoring mechanisms to assess programs, policies and operational processes	• Program integrity is established through an effective compliance regime that includes an active monitoring component
• Continue to evaluate CBSA training facilities to ensure that operational requirements are met	• The CBSA's facilities and infrastructure are modernized to meet operational requirements

Strategic Priority 2

Innovating for the border of the future

Expected result: The CBSA develops and implements leading-edge border management processes and technologies that improve Canada's border security and economic prosperity.

Strategy 4: Improve service delivery through innovation.

Expected Result: Canada remains a world leader in effective integrated border management.

Activities	Expected Results
▪ Advance and develop commercial processing solutions such as eManifest, Harmonized Risk Scoring — Advance Trade Data, Other Government Departments Single Window Interface	▪ Facilitate and coordinate the processing of goods while enhancing border security
▪ Advance and develop traveller-processing solutions such as the Passenger Name Record Push initiative, the Primary Automated Lookout System replacement, biometrics, the Electronic Primary Inspection Line and enhanced driver's licences	▪ Facilitate and coordinate the processing of people while enhancing border security
▪ Advance and develop revenue collection solutions such as CBSA Assessment and Revenue Management	▪ Facilitate the processing of revenues collected under the goods and peoples programs administered by the CBSA

Strategic Priority 3

Strong internal and external relationships

Expected result: The CBSA will improve its capacity to work effectively with all its partners, stakeholders, clients and employees.

Strategy 5: Continue the development of an international strategy for the CBSA.

Expected Result: The CBSA's international engagement is reflective of an integrated border and supportive of the CBSA's strategic priorities and program delivery.

Activities	Expected Results
• Strengthen Canada's engagement with its U.S. counterparts - Enhance bilateral relationships with U.S. Customs and Border Protection, U.S. Immigration and Customs Enforcement and the U.S. Department of Homeland Security - Lead the efforts of the Government of Canada on the Western Hemisphere Travel Initiative file	• Border management initiatives meet the security needs of both Canada and the United States while facilitating the flow of legitimate travellers and goods across the shared border
• Negotiate and implement key agreements and arrangements with other international partners - Participate in international forums to advance Canada's objectives regarding border management - Advance global and economic security through capacity-building assistance to customs and border agencies	• Border management evolves through the development and implementation of multilaterally accepted rules and standards
• Assess the footprint of the CBSA's deployment of resources abroad	• The deployment of the CBSA's resources abroad supports its integrated border management capacity

Strategy 6: Maintain and develop strong partnerships and relationships.

Expected Result: The CBSA's relationships with other federal departments and stakeholders support effective border management and other federal government objectives.

Activities	Expected Results
• Enhance the CBSA's working relationships with portfolio partners and other federal departments, including Citizenship and Immigration Canada and Foreign Affairs and International Trade Canada	• The CBSA enhances its mandate through the development of common strategies in support of integrated border management
• Strengthen relationships with stakeholders such as provinces, municipalities, Aboriginal organizations, airports and commercial stakeholders to enhance coordination and alignment	• Dependable and timely interactions with partners and stakeholders to minimize risk and maximize economic advantage
• Continue to work with interested provinces and territories to create the necessary enhanced driver's licence (EDL) program framework and further expand the EDL program	• The EDL program is rolled out and accepted as being consistent with WHTI requirements

Strategic Priority 4

A modern management regime

Expected result: The CBSA will practice results-based management, deliver value for money and monitor progress through regular assessments.

Strategy 7: Continue to develop and implement the tools essential for managing a complex organization.

Expected Result: The CBSA's corporate infrastructure meets operational and Government of Canada requirements, and supports accountability and results-based management.

Activities	Expected Results
• Continue to develop the necessary framework to align the CBSA's resources with the Program Activity Architecture (PAA)	• Informed decision making and sound stewardship
• Continue to develop a strong performance measurement platform for the CBSA	• Improved ability to monitor and report on performance, and the proactive allocation and reallocation of CBSA resources to priorities
• Implementation of the Salary Management System	• Managers will have the essential tools to manage budgets, enhance accountability and more effectively deliver their programs
• Implement corporate management service standards, specifically around financial advice, staffing, classification, accommodation, procurement and contracts	• Internal services are delivered in accordance with the Government of Canada's modern management agenda

Strategy 8: Continue efforts to ensure that the CBSA's workplace is fair, enabling, healthy and safe.

Expected Result: The CBSA's workplace supports its employees.

Activities	Expected Results
• Develop a comprehensive human resources strategic plan to address the complex challenges facing the CBSA's workforce	• The CBSA's workforce is representative of the Canadian population and respectful of central agency policies
• Reduce the complexity of the CBSA's current human resources processes and develop the CBSA's workforce capacity	• The CBSA provides timely and efficient human resources services to managers and employees • The CBSA's human resources regime complies with central agency requirements
• Implement the necessary development programs to address the CBSA's requirements to fulfill its key priority areas	• The human resources strategic plan meets the workforce recruitment and capacity building requirements in key priority areas (BSOs, PEs, ESs, FBs, etc.)